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AUTHORITY

OAG ltr 30 Sep 1980 c/2 to a/1

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DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGAM-P (M) (18 Sep 67) FOR OT RD-670598

20 September 1967

SUBJECT: Operational Report - Lessons Learned, Headquarters,
184th Ordnance Battalion (AMMO)

TO: SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation by USACDC in accordance with paragraph 6f, AR 1-19 and by USCONARC in accordance with paragraph 6c and d, AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to insure appropriate benefits in the future from Lessons Learned during current operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

1 Incl
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HEADQUARTERS
184TH ORDNANCE BATTALION (AMMO)
APO 96238

AVCA QN-184CRD-CO

15 May 1967

SUBJECT: Operational Report for Quarterly Period Ending 30 April 1967,
RCS CSFOR-65

THRU: Commanding General
US Army Support Command, Qui Nhon
ATTN: AVCA-QN-GO
APO 96238

TO: Assistant Chief of Staff for Force Development
Department of the Army (ACSFOR, DA)
Washington, D.C. 20310

SECTION I

SIGNIFICANT ORGANIZATIONAL ACTIVITIES

1. During the reporting period the 184th Ordnance Battalion (Ammunition)(Direct Support) continued performing its mission as a conventional ammunition battalion.

2. New Capabilities:

a. The Battalion's direct support capabilities were increased by the addition of one each ammunition company (-), TOE 9-17E, and an ammunition renovation detachment, TOE 9-500D, IA. (See Incl #1 - Organizational Chart).

<u>UNIT</u>	<u>DATE ASSIGNED</u>	<u>DATE OPERATIONAL</u>
630th Ordnance Company (Ammo)(-)	14 March 1967	16 March 1967
504th Ordnance Detachment (Reno)	21 March 1967	24 March 1967

b. The 630th Ordnance Company is assigned less one magazine platoon. The platoon is detached to An Khe Sub-Area Command.

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AVCA QN-184ORD-CO

15 May 1967

SUBJECT: Operational Report for Quarterly Period Ending 30 April 1967,
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3. With the exception of those operational dates outlined above for the newly assigned units, the battalion was engaged in operations for all eighty-nine days of the reporting period. The battalion experienced a change of command half-way into the report period, when the undersigned, Major John R. Schaefer, Ord C, 098287, assumed command on 17 March 1967.

4. Qui Nhon Ammunition Base Depot: The Battalion's primary mission is the operation of the Qui Nhon Ammunition Base Depot. All assigned/attached units are functionally organized in direct support of the Depot Mission.

a. Depot Activities: Following are quantities in short tons on hand at the beginning of the reporting period and the receipts, issues, and quantities on hand at the end of the reporting period.

Balance on Hand (1 Feb 67)	40,004
plus Receipts (1 Feb thru 30 Apr)	<u>59,555</u>
Sub-Total	99,559
Less Issues (1 Feb thru 30 Apr)	<u>71,172</u>
Balance on Hand (30 Apr 67)	<u>28,387</u>

b. Total Tonnage Lifted: (in short tons)

	<u>FEB</u>	<u>MAR</u>	<u>APR</u>	<u>TOTAL</u>
ISSUES:	25,187	25,925	20,060	71,172
RECEIPTS:	28,400	14,195	16,960	59,555
REWAREHOUSE:	<u>1,000</u>	<u>15,980</u>	<u>20,905</u>	<u>37,885</u>
TOTAL	<u>54,587</u>	<u>56,100</u>	<u>57,925</u>	<u>168,612</u>

c. Total actual lift as compared against TOE lift capability:

(Average/Day)

Lift Capability/Day: 2,070 S/T*

Actual Lift/Day: 2,006 S/T

*TOE capability adjusted to actual assigned and present for duty strengths.

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d. Submitted is an analysis of storage capabilities and space available at the end of the reporting period, as compared to current requirements of the Stockage Objective:

	<u>AVAILABLE</u>		<u>REQUIRED</u>		<u>SHORTAGE</u>	
	<u>TONS (BOH)</u>	<u>SQ FT</u>	<u>TONS (S/O)</u>	<u>SQ FT</u>	<u>TONS</u>	<u>SQ FT</u>
QNABD	23,183	346,900	50,000	550,000	21,633	127,500
QNASD	5,184**	75,600	-	-	-	-

**Target date for phasing out Qui Nhon Ammunition Sub-Depot is 1 July 1967.

e. Planned Construction: (1) In order to expand facilities in direct proportion to the projected stockage objective, plans have been established and construction initiated to expand 53 current storage pads within the Base Depot from 100' x 40' to 100' x 60'; an expansion of 2,000 sq ft per pad. This would give an overall increase of 106,000 sq ft of Storage Space. To date 14 of these pads have been completed and projected construction is planned at an additional pad to be completed every 2 1/2 days. Expected completion date is 6 August 1967.

(2) Additional storage space will be provided by the construction of twenty new 100' x 60' pads and the expansion of 25 each 30' x 70' pads to 60' x 100'. Upon completion of this construction, total square footage of storage space will equal 642,400. Based on a figure of eleven short tons stored per square foot, the Depot could then accommodate a stockage objective of 58,400 S/T.

(3) Plans have also been established and construction initiated on the completion of a Brass Segregation Area. Tentative date for completion is 15 June 1967. This will enable this command to employ local national personnel since the area will physically be separated from the Ammunition Base Depot and not utilized for the storage or segregation of ammunition.

(4) Plans have been completed to construct a 140' x 40' ammunition renovation facility within the depot. Construction will begin the first week in May 1967.

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f. Rewarehousing Program: (1) Receipts and Issues during the month of February were excessively high as compared to the overall capability of the Battalion during the same time period. At that time the Battalion was operating with only two ammunition companies, and as pointed out in the last ORLL Report, was operating considerably under its authorized strength. All available assets had to be directed towards the receipt and issue of ammunition and therefore depot rewarehousing activities had to be curtailed.

(2) The prior period of heavy rains (monsoon season) and poor road conditions added to the overall rewarehousing problems.

(3) One hundred and three current pads were in need of rewarehousing. A plan was established as of 18 March 1967 to completely rewarehouse the depot. Projecting that 2 $\frac{1}{2}$ pads could be effectively rewarehoused per day, the plan was put into effect on 21 March 1967 with a completion date set for 5 May 1967. At the end of this current reporting period 96 pads have been completed. New completion date has been established as 7 May 1967.

(4) The assignment of the additional ammunition company to the battalion and the filling of replacement personnel shortages has made it possible to carry through with the overall rewarehousing plan.

5. Task Force Operations: As of the last day of the reporting period this Battalion is supporting with personnel and equipment the following task force operations and Forward Support Areas:

TASK FORCE/FSA	OFF	WO	PERSONNEL		TOTAL	EQUIPMENT
			NCO	EM		
Sleeper	2	0	1	9	12	1 - 6,000# R/T Forklift 2 - 2 $\frac{1}{2}$ -Ton Trk 1 - 2 $\frac{1}{2}$ -Ton Trk w/Trl 1 - 20-Ton Crane 1 - AN/GRC 46 1 - $\frac{1}{4}$ -Ton w/Trl
Gallager	0	0	1	8	9	None
Krueger	0	0	1	7	8	None
Buono	0	0	0	8	8	1 - 2 $\frac{1}{2}$ -Ton Trk
Boccardi	0	0	1	4	5	1 - AN/GRC 46
Klingensmith	0	0	1	1	2	None

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TASK FORCE/FSA	OFF	WO	PERSONNEL		TOTAL	EQUIPMENT
			NCO	EM		
Goodall	0	0	0	0	0	1 - 6,000# R/T Forklift
Da Nang Sub-Area	0	1	1	2	11	None
TOTALS	<u>2</u>	<u>1</u>	<u>6</u>	<u>46</u>	<u>55</u>	

6. Personnel in Support of Provisional Units:

a. USA Support Command, Qui Nhon, Provisional Guard Platoon -

4 EM.

b. QN Army Airfield Security Guard - 3 EM.

7. Explosive Ordnance Disposal Activities:

a. The Battalion EOD Section completed 696 explosive ordnance incidents during the period. Incident rate has risen to 7.7 per day, an increase of 2.3 per day over the last reporting period. If the present rate continues, and there are no indications that it will not, total incidents for a twelve month period will exceed 2,750. The sections current rate comprises over twenty-five percent of the total EOD incidents in the Republic of Vietnam.

b. The section is centrally located within the Qui Nhon Sub-Area and operates on a forward team concept. During the period the section supported three forward areas by attaching 2 man teams to those areas.

c. The section also acts as an intermediate administrative channel for the 1st Log EOD Control Detachment, whenever other 1st Log EOD Detachments are operating in the northern support areas. Presently the section is administratively supporting two such 1st Log EOD teams.

d. Early in the period, the increased incident rate contributed to the backlog of explosive items to be destroyed. The lack of sufficient demolition area added significantly to this backlog. On 24 March 1967, through coordination with US Air Force EOD elements, the section was able to procure a demolition range with a 3,000 lb explosive limit, thereby eliminating prior backlog.

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6. Equipment Maintenance and Dispatch:

a. With the advent of two new units into the battalion and the additional problem of a shortage of trained maintenance personnel, vehicular and material handling equipment support for the battalion's depot mission became extremely difficult to control. Deadline rates were high. Four separate motor pool operations were in effect, with each operation responsible for both wheeled vehicles and material handling equipment maintenance. Each motor pool controlled its own PLL, TEARS Records, and dispatch operations. When vehicle support was needed either by the Ammunition Base Depot or for additional missions such as task force support, there existed no central agency that could coordinate the necessary support.

b. On 20 February 1967, the initial plans were drawn and the decision made to operate two battalion consolidated motor pools; one for wheeled vehicles and the other for material handling and engineer equipment.

c. The material handling equipment pool was relocated from the cantonment area to the Ammunition Base Depot and given a depot direct support mission.

d. The vehicle pool remained within the cantonment area, with the consolidation of organizational maintenance, PLL, TEARS, and central dispatch operations. Operator maintenance responsibility was retained at unit level and command emphasis established for preventative maintenance, motor stable operations and operator-before, during and after operation checks.

e. The consolidation, although developing into a highly effective operation, lacks the necessary battalion staff management personnel, since current TOE makes no such provision.

(1) Necessary personnel needed as follows:

<u>MOS</u>	<u>TITLE</u>	<u>GRADE</u>
631A	Automotive Maintenance Technician	WO
62B40	Engineer Equipment Maint Supvs	SFC E-7

(2) On 23 April 1967, Battalion submitted an LTOE, through Channels, requesting the addition of each of the above listed personnel.

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AVCA QN-1840RD-CO

15 May 1967

SUBJECT: Operational Report for Quarterly Period Ending 30 April 1967,
RCS CSFOR-65

SECTION II

COMMANDERS OBSERVATIONS AND RECOMMENDATIONS

Part 1 - Observations (Lessons Learned)

1. Personnel: None.

2. Operations:

Item: Vehicle Priming.

Discussion: The practice of priming forklift engines through the carburetor by use of gasoline has proven to be a dangerous practice. An individual in this command was seriously burned recently when the heat of the engine coupled with an engine backfire caused a flame to shoot from the carburetor. The noise of the backfire scared the individual causing him to spill gasoline on himself.

Observation: Priming of engines in this manner should be discontinued due to the extreme danger involved.

3. Training and Organization:

a. Item: Replacements are not all ammunition trained or oriented. ✓

Discussion: Numerous personnel replacements have been arriving with no ammunition training, experience, or orientation. Positive action has been taken to educate personnel who are filling ammunition handler positions, on correct storage handling and identification procedures.

In addition to the above, personnel replacements have had no experience or training in wheeled vehicle or MHE operation. Since the accomplishment of the units' mission depends highly on its transportation and mechanical lift capability, extensive time must be spent on training personnel to become proficient in their assigned equipment.

Observation: Emphasis should be placed on providing MHE driver training to basic school students and more diligent efforts should be made to provide replacements with the required MOS.

b. Item: TO&E Organization.

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AVCA QK-184.ORD-CO

15 May 1967

SUBJECT: Operational Report for Quarterly Period Ending 30 April 1967,
RCS CSFOR-65

Discussion: Under the current TO&E 9-500D, for a renovation detachment, the highest authorized enlisted man is a SSG E-6. A revised TO&E for the renovation detachment has been written but is not as yet in effect. ✓

Observation: Authorized grade of SSG E-6 has proven inadequate for control of a 65 man unit.

4. Intelligence: None.

5. Logistics:

a. Item: Climatic ammunition exposure.

Discussion: High humidity and daily temperature changes cause condensation inside containers that are not 100% vapor tight. This causes rapid propellant deterioration and corrosion of metal components.

Observation: That packing be reviewed for elimination of humid air entry and the inclusion of desiccant bags.

b. Item: Deterioration of wooden boxes.

Discussion: Due to heavy rains and weather changes, boxes in open storage deteriorate rapidly and ammunition which is in storage for long periods must be repacked.

Observation: That wooden boxes be chemically treated to resist rot. ✓

c. Item: Packing of Rocket 66mm HEAT M-72 (LAW).

Discussion: Wooden boxes are not of sufficient strength to withstand stacking of palletized ammunition. Fiber board boxes are susceptible to moisture penetration and unprotected from rain.

Observation: That each five-round box be enclosed in a foil-cloth vapor-proof envelope. That boxing be reviewed for improvement such as smaller or stronger boxes.

d. Item: Pallets of eight (8) inch Projectiles HE (D680).

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SUBJECT: Operational Report for Quarterly Period Ending 30 April 1967,
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Discussion: The top portion of the pallet for eight (8) inch projectiles was received split down the middle into two (2) separate pieces. This released the tension on the banding and caused the entire pallet to burst. Certain shipments were received with 25% loose rounds because of defective pallets.

Observation: A better grade of lumber should be utilized for the upper portion of the eight (8) inch projectiles pallet. Precautions should be taken to insure that the nails in the pallet are staggered and not nailed along a straight line causing the pallet to split.

e. Item: Packing of M513 Plastic containers for Mortars.

Discussion: The overall condition of the packing of the M513 Plastic containers for Mortars is unsatisfactory and inadequate. The light weight reinforced wire bound wrapping is of very flimsy construction and is easily shattered and crushed. The crates shift on the pallets during movement. This causes undue difficulty in proper stacking, storing and shipment.

Observation: A more adequate method of packing, preferably wooden boxes, should be adopted for the M513 Plastic containers.

Part 2 - Recommendations

1. Personnel: None.
2. Operations: None.
3. Training and Organization:

a. Recommend emphasis be placed during basic ammunition training courses on characteristics, both operational and safe practice, of material handling equipment supporting ammunition operations.

b. Recommend draft Renovation TOE be published to reorganize current structure of ammunition maintenance units.

4. Intelligence: None.

5. Logistics: (Ammunition)

a. That ammunition packing containers be reviewed for elimination of humid air entry and the inclusion of desiccant bags.

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AVCA QN-184ORD-CO

15 May 1967

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b. That wooden boxes in which ammunition is stored be chemically treated to resist rot.

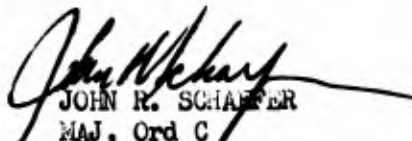
c. That the five-round fiber box used for packaging of Rocket 66mm HEAT M-72 (LAW) be enclosed in a foil-cloth vapor-proof envelope. That boxes be reviewed for improvement such as smaller or stronger boxes.

d. That a better grade of lumber be utilized for the upper portion of the eight (8) inch projectile pallet. Precautions should be taken to insure that the nails in the pallet are staggered and not nailed in a straight line causing the pallet to split.

e. That a more adequate method of packaging, preferable wooden boxes, be adopted for the M513 Plastic containers for mortars.

Tel: FT 768

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JOHN R. SCHAFER
MAJ, Ord C
Commanding

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AVCA-QN-GO-O(15 May 67)

1 Ind

SUBJECT: Operational Report for Quarterly Period Ending 30 April 1967,
RCS CSFOR-65

HEADQUARTERS, US ARMY SUPPORT COMMAND, QUI NHON, APO SAN FRANCISCO 96238 12 JUN 1967

THRU: Commanding General, 1st Logistical Command, ATTN: AVCA GO-O
APO 96307
Deputy Commanding General, United States Army Vietnam, ATTN:
AVHGC-DH, APO 96307
Commander-in-Chief, United States Army Pacific, ATTN: GPOP-OT,
APO 96558

TO: Assistant Chief of Staff, Force Development, Department of the Army,
Washington, D.C. 20310

1. This office concurs with the recommendations stated in Section II, Part II.
2. Request action be taken to inform CONUS US Army Schools of the need for trained MHE operators in all logistical areas as outlined in Section II, Part II, Paragraph 3a.
3. It is recommended that action be taken by the appropriate headquarters to provide a more realistic grade structure for ammunition renovation detachments as recommended in Section II, Part II, Paragraph 3b.
4. It is recommended that action be taken by appropriate authorities as outlined in Section II, Part II, Paragraphs 5a, 5b, 5c, 5d, and 5e.

TEL: QNL 450/600

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WILLIAM R. ROSS
CPT, AGC
Assistant Adjutant General

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AVCA GO-O (15 May 67)

2d Ind

SUBJECT: Operational Report for Quarterly Period Ending 30 April 1967
(RCS CSFOR 65)

HEADQUARTERS, 1ST LOGISTICAL COMMAND, APO 96307

25 JUN 1967

TO: Deputy Commanding General, US Army Vietnam, ATTN: AVHGC-DH, APO 96307

1. The Operational Report - Lessons Learned submitted by the 184th Ordnance Battalion for the quarterly period ending 30 April 1967 is forwarded.
2. Reference page 7, paragraph 3a, and page 9, paragraph 3a: Concur. During a recent liaison visit by the Commandant of the US Army Missile and Munitions Center and School, this matter was discussed at length. Indications are that approximately 50-60 personnel per week are being graduated from the Ammunition School with assignment orders for RVN. In addition, training on MHE at the Ammunition School is not possible at the present time, due to the fact that all MHE is being shipped from production to RVN on a priority basis.
3. Reference page 7, paragraph 3b, and page 9, paragraph 3b: Concur. Both matters were discussed during the recent liaison visit described in para 2 above. The current moratorium on submission of MTOE's precludes recommendation of changes to TOE's at the present time.
4. Reference page 8, paragraphs 5a thru 5e, and page 9, paragraphs 5a thru 5e: The entire problem of the adequacy of ammunition packing materials has been the matter of special attention for several months. A team of packaging experts, from the US Army Munitions Command, visited RVN during the period 13 January - 3 February 1967. A detailed report of problems with ammunition packing materials was produced as a result of the visit and the observations and recommendations are currently under study in CONUS.
5. The 184th Ordnance Battalion engaged in combat service support for 89 days during the reporting period.
6. Concur with basic report as modified by indorsement. The report is considered adequate.

FOR THE COMMANDER:

Timothy S O'Hara

Tel: Lynx 782/430

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TIMOTHY S. O'HARA
1ST. INF
Acting Asst AG

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AVHGC-DST (15 May 67) 3d Ind
SUBJECT: Operational Report-Lessons Learned for the Period Ending
30 April 1967 (RCS CSFOR-65) (U)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96375
25 JUL 1967

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-OT,
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 30 April 1967 from Headquarters, 184th Ordnance Battalion (AMMO) as indorsed.

2. Pertinent comments follow:

a. Reference item concerning training emphasis, paragraph 3a, page 7, paragraph 3a, page 9; paragraph 2, 1st Indorsement and paragraph 2, 2d Indorsement: Concur. As indicated in 2d Indorsement, this area has been brought to the attention of the US Army Missile and Munition Center and School. This headquarters will continue to closely monitor this training requirement.

b. Reference item concerning ammunition packaging material, paragraph 5, page 9; paragraph 4, 1st Indorsement and paragraph 4, 2d Indorsement: Concur with comments contained in paragraph 4, 2d Indorsement. MUCOM is aware of the inadequacies of present packaging materials and methods, and is taking corrective action. Recommend that additional emphasis be placed on this project and new packaging materials be tested in Vietnam.

FOR THE COMMANDER

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C. E. St. Martin

C. E. ST. MARTIN
Capt. AGC
Asst AG

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GPOP-DT (15 May 67) 4th Ind
SUBJECT: Operational Report for the Quarterly Period Ending 30 April 1967
from HQ, 184th Ordnance Battalion (AMMO) (RCS CSFOR-65) (U)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 25 AUG 1967

TO: Assistant Chief of Staff for Force Development, Department of the Army,
Washington, D. C. 20310

This headquarters has reviewed subject report and concurs with the
report as indorsed.

FOR THE COMMANDER IN CHIEF:



H. SNYDER
OPT, AGC
Asst AG

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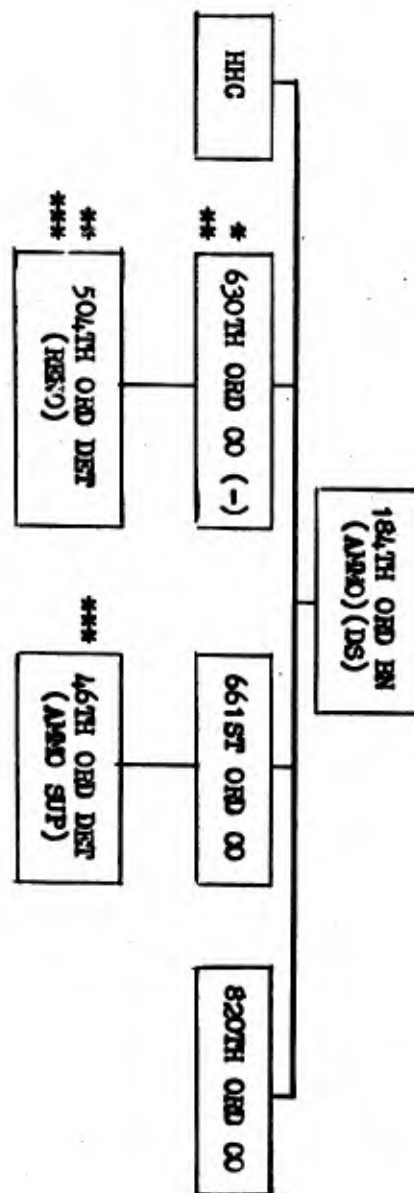
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15:

ORGANIZATION CHART



- * 1 Magazine Platoon attached to An Khe Sub-Area Command for all purposes.
- ** Newly assigned units as outlined in para 2, Section I.
- *** Assigned to Bn, further attached to companies for rations and quarters.

INCL #1

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